



CITY OF MURRIETA
ECONOMIC DEVELOPMENT
SWOT ANALYSIS/STRATEGIC PLAN
OCTOBER 2018



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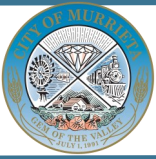
DEPUTY DIRECTOR'S MESSAGE

The City of Murrieta is filled with opportunities and advantages that many other places cannot claim, such as a top ranking school district, nationally ranked public safety, a central location in Southern California, access to wine country, recreational activities, and two major freeways converging at its center. As a City that grew rapidly in the last decade, there were many challenges to overcome, such as the growing pains of accelerated population growth, a national recession that led to high unemployment rates, and the struggles of being a relatively new city that is trying to find its identity.

Murrieta came out of these difficult times as a stronger and more resilient community. In fact, employment is up across the board in every major industry, and our unemployment rates are now lower than the County of Riverside, the State of California, as well as the national unemployment rate. Businesses within the City are starting up at a faster rate than ever before and job creation is far outpacing our population growth. Concentrating on becoming the healthcare hub of the region has led to not only a bevy of major health service providers that offer quality health care and needed services, but also to the foundations of medical research and technology companies forming within the City. New developments are continuing to come to Murrieta, with retail, office, industrial, and hospitality projects in our pipeline. While there is still much work to do to raise our economy and provide competitive jobs for our highly skilled workforce, the foundation in Murrieta is very strong and continuing to grow.

The Economic Development Department is focused on the expansion of employment, entrepreneurship, fiscal resources, community amenities, and overall quality of life for all of the residents and businesses of Murrieta. The efforts put forth by the department should extend to home-based businesses, startups and small business, as well as to our largest employers. It is the goal of this department to facilitate connections with business, investors, developers, and community partners that share the goal of positively impacting the growth of Murrieta.





AMBITION/MISSION STATEMENT/CORE VALUES/ GUIDING PRINCIPLES

Ambition Statement:

To enhance the quality of life and well-being of all Murrieta residents through the growth of our local economy.

Mission Statement:

To cultivate new and existing industries in order to provide opportunities for entrepreneurship and employment.

Core Values:

The Murrieta Economic Development Department will focus on five core components in the expansion of our economy:

- Entrepreneurial growth - To promote startups and small business through the creation of a startup ecosystem and partnerships with UCR, Epic SBDC, EDC, SCORE, Murrieta/Wildomar Chamber of Commerce, SBA, and the offering of free business workshops.
- Business attraction - Including the recruitment of new businesses and development of existing ones, utilizing outreach opportunities through organizations like ACRE, NAIOP, ULI, ICSC, and through developer tours and broker events.
- Business retention - Featuring programs to keep businesses committed to remaining in Murrieta like shop, dine, and work local.
- Increased tourism and local spending—Begin branding campaigns for TBID, region, city, and local promotional campaigns.
- Workforce development - Creation of programs for apprenticeship, internship, trade school, pursuit of university, MVUSD, and job fair.

Development Services Guiding Principles:

Economic Development operates as a sub-department of the Development Services Department and therefore utilizes a department wide set of guiding principles:

- Customer Service Excellence – We strive to understand customer goals and needs in order to help guide them through our processes.
- Ethical and Transparent Communication – We conduct ourselves with honesty and integrity; clearly and openly communicating our processes and requirements to promote trust.
- Solution Oriented - We seek to achieve the desired goal by being 'end-game' focused.
- Accuracy, Timeliness and Cost Awareness – We recognize the costs associated with doing business, the need to focus on accuracy and importance of meeting deadlines.
- Efficient & Effective Operations – We constantly look for ways to improve operational processes to ensure that our services are efficient, consistent and responsive.



ECONOMIC DEVELOPMENT OVERVIEW

Economic Development Purpose:

Economic Development exists to encourage the growth of the economy in a way that escalates the quality of life for all residents through the creation of high paying jobs, increased entrepreneurship, additional revenues to support city services, and generates a business culture that is inclusive and supportive. This process should encompass all Murrieta businesses, from home-based and startups to large organizations and should be receptive to various types of investment, both foreign and domestic, in our community.

Demographics:

Murrieta has a population of 113,541, which makes it the largest city in Southwest Riverside County. Incomes are higher than the county average, with average household income for the City coming in at \$99,600 with projected income growth forecasted at 2.4% over the next five years (Kosmont 2017). The City has an average household size of 3.2 and a median age of 34. Residents in Murrieta are highly educated when compared to the surrounding region, with 29% having a Bachelor's Degree or higher and 92.2 % having at least a high school diploma.

Highlights:

The residents of Murrieta value safety, education, and quality of life, and the results have been outstanding. Each year the City ranks in the top ten as one of the safest cities in California, and in 2017, Murrieta had the lowest violent crime rates of all cities in the United States with over 100,000 residents. Murrieta is the only city in Southwest Riverside County to have its own Police and Fire Departments. Murrieta Fire and Rescue recently became one of only eighteen fire departments in the State of California to receive accreditation from the Commission on Fire Accreditation International. The Murrieta Valley Unified School District was named the 2018 Exemplary School District, one of only 22 in the State of California and at the top of all 23 school districts in Riverside County. The City is centrally located between two major universities, The University of California Riverside and California State University San Marcos, each within an approximately 45 minute drive of Murrieta. The City was named the #1 Place to Live in Southwest Riverside County by the Press-Enterprise for the last two years in a row.

Economic Development Recommendation:

At the time of the creation of this document, the County of Riverside Economic Development Agency was nearing the completion of a Comprehensive Economic Development Recommendation (CEDS), which was being prepared by the University of California Riverside's Center for Economic Development and Innovation. This regional document will enable local municipalities, such as Murrieta, to showcase their eligibility for Federal Economic Development Agency funding assistance. Each document is a stand-alone economic development recommendation and has a different purpose. While the County of Riverside CEDS is a funding and grant proposal device, the City of Murrieta Economic Development Strategic Plan is intended to guide future City and Economic Development Department decisions on staff and resource allocation to meet the goals created within the document itself.



THE PROCESS

The City of Murrieta decided to produce its Economic Development Strategic Plan in house, but utilized the input of partners from multiple industries to assess our economic position. This was done to ensure that preconceived ideas already fostered by the Economic Development Department would not sway the course of this document. The City hosted a SWOT Analysis Workshop on July 31, which was facilitated by Michael Fisher, a SCORE Mentor with offices in the Murrieta Innovation Center and a Planning Commissioner for the City of Murrieta. His role was to impartially host the event and not bring personal opinion to the conversation. The goal of this workshop was to determine the Strengths, Weaknesses, Opportunities and Threats (SWOT) for these specific topics.

1. Workforce
2. Planning and Development
3. Utilities/Infrastructure/Public Services/Facilities/Amenities
4. Location and Access to Markets/Transportation
5. Economic Development Business Support Services
6. Image and Visibility/Tourism
7. Education
8. Entrepreneurship/Small Business Startups
9. Economic Base – Retail/Office/Industrial/Medical
10. Quality of Life

Public Input

Guests were invited from a variety of fields representing businesses in the community and were asked to give their thoughts on the ten topics presented in an open forum. The 21 individuals in attendance comprised of a diverse group of entrepreneurs, with the owners and leaders of small, medium, and large businesses, startups, and nonprofits. Attendees represented the following industries:

- The Chamber of Commerce
- Industrial/Manufacturing
- Retail
- Legal
- Banking
- Employment/HR
- Insurance
- Healthcare
- Restaurant
- Entertainment
- Technology
- Commercial Real Estate
- Development



SWOT ANALYSIS OVERVIEW

The issues that the SWOT Analysis focused on were those that are considered paramount to the growth of Murrieta's economy. They differentiate Murrieta from the other cities in the region in both positive and negative ways. Overall, the responses offer insights into each category, but no singular overarching theme has emerged. The strengths in each category, for example, enumerate a variety of features, such as: affordability, low vacancy rates, available local facilities, centrality, responsive City staff, strong family base, excellent schools and education, mentorship for business, and sense of community, but nothing that may be considered centrally thematic. This means that each topic will need to be considered individually to determine its strategic theme. From this examination, goals to address the city's economic challenges can be created and monitored.



SWOT ANALYSIS SESSION-WORKFORCE

The following is a summary of the responses from the SWOT Analysis Workshop to the following question:
What are the strengths, weaknesses, opportunities and threats regarding the workforce that exists in Murrieta?

Strengths:

- Murrieta is an affordable place to live
- Jobs are available here
- Full employment has been attained (3.4% unemployment)

Weaknesses:

- Lack of qualified candidates
- Skilled labor
- Nursing/ Doctor shortage
- Soft skills

Opportunities:

- Increase work with County Workforce Development Agency
- Flexible work environment
- Trade workers/ skilled labor
- Strong community business networking
- Engagement with school system to create pipeline programs
- Career focus back at high schools
- Reach out – works with schools and healthcare opportunities
- Advertising low commute
- Work with County on apprenticeship program

Threats:

- Lack of soft skills in local youth (ex. Wearing blue jeans to interviews)
- Common sense dress code
- Media vacuum – no one knows the opportunities
- Workforce is pushing up north to Riverside/Corona
- Depressed wages in South County
- Myopic County view – focused on City of Riverside area



WORKFORCE

In the category of Workforce Development, the main internal factors, which are the strengths and weaknesses, address a strong regional economy with employment available, but a lack of skills needed to match these jobs. The external factors, the opportunities and threats focus on working regionally, networking and marketing, partnering with schools and County Workforce, and promoting the growth of skills to match our jobs.

Workforce Development Strategic Themes—

- **Market and Promote opportunities in the area and the benefits to working local.**
- **Work with partners, such as County WDA, MVUSD, MSJC, nonprofits, and local employers to address skills needed in the community.**





PLANNING AND DEVELOPMENT

The following is a summary of the responses from the SWOT Analysis Workshop to the question: What are the strengths, weaknesses, opportunities and threats regarding the Planning and Development Services Department that exists in Murrieta?

Strengths:

- Low vacancy rates
- ORP to build healthcare

Weaknesses:

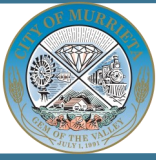
- Infrastructure
- History of difficulties to get projects through
- Image
- ORP

Opportunities:

- Changing development culture
- Change/modify ORP zoning
- New word of mouth
- Rebrand as a tech hub (focus on tech here – Kaiser, Genomics, etc.)
- Identity (signs) on freeways

Threats:

- Timetable to change ORP
- Not utilizing opportunities of our freeways – missing exposure
- EIR – cultural AB52



PLANNING AND DEVELOPMENT

In the category of Planning and Development, the main internal factors, the strengths and weaknesses, address low vacancy rates, and open land for higher level development, such as major healthcare and technology projects, but lack of existing infrastructure to support such developments and a historical image of being a difficult city to build in. The external factors, the opportunities and threats, focus on continuing to change the culture in the cities development department, the branding of the city and marketing it through our freeways and visitors, and promoting the strong current reputation of our development successes.

Planning and Development Strategic Themes –

- **Promote the growth of needed infrastructure in the ORP zone and seek to make rapid changes where zoning doesn't fit City needs.**
- **Market the success and development friendly culture of the current City of Murrieta Development Services Department and seek to change the external image that remains from times past.**
- **Utilize freeways and signage to promote Murrieta to commuters passing through and market to visitors to promote more stays.**





UTILITIES/INFRASTRUCTURE/PUBLIC SERVICES/FACILITIES/AMENITIES

The following is a summary of the responses from the SWOT Analysis Workshop to the question: What are the strengths, weaknesses, opportunities and threats regarding the Utilities, Infrastructure, Public Services, Facilities and Amenities that exist in Murrieta?

Strengths:

- Senior Center
- Parks
- Athletic facilities
- Non profits

Weaknesses:

- Water infrastructure
- Inability to develop in industrial zoning
- Lack of bus transportation
- No Metro-link

Opportunities:

- Equestrian Park
- Utilize parks & undeveloped land for events
- Convention Center
- Triangle

Threats:

- No history, museums or arts & no marketing
- French Valley International
- No homeless shelter



UTILITIES/INFRASTRUCTURE/PUBLIC SERVICES/FACILITIES/AMENITIES

In the category of Utilities, Infrastructure, Public Services, Facilities and Amenities, the main internal factors, the strengths and weaknesses, focus on Murrieta's wealth of parks, athletic and community facilities, and strong concentration of services, but need for stronger transportation and infrastructure, particularly water and sewer infrastructure. The external factors, the opportunities and threats, include bringing new infrastructure, such as water and sewer, adding a convention/conference center and homeless shelter, utilizing available space to its highest use and promoting the development of new services at French Valley Airport, and the development of the Triangle property located between Interstates 15 and 215.

Utilities/Infrastructure/Public Services/Facilities/Amenities Strategic Themes –

- **Promote the development of key infrastructure such as water and sewer lines.**
- **Promote the development of key properties, such as the Triangle.**
- **Assist nonprofits in filling vital roles and needed services in the community.**
- **Seek development of conference and meeting space.**





LOCATION AND ACCESS TO MARKETS/ TRANSPORTATION

The following is a summary of the responses from the SWOT Analysis Workshop to the question: What are the strengths, weaknesses, opportunities and threats regarding the location of Murrieta and its accessibility to other markets?

Strengths:

- Within one hour of three international airports
- Access to port of LA
- One hour to ocean, snow, desert (any terrain)

Weaknesses:

- Transportation infrastructure (railroad, airplanes, etc.)
- 215 & 15 bottleneck

Opportunities:

- French Valley Airport (expansion)
- Smart city transportation
- Bike/ scooter rentals
- Connecting with Temecula – more pass through

Threats:

- Youth not driving as much
- Increasing traffic
- increased development/rooftops



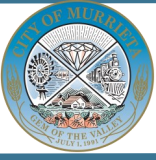
LOCATION AND ACCESS TO MARKETS/ TRANSPORTATION

In the category of Locations and Access to Markets/Transportation, the main internal factors, the strengths and weaknesses, highlight Murrieta's centrality in Southern California, with access to ports, airports, and multiple terrains, but increasing traffic and need for additional roads and closer airline and rail services are seen as weaknesses. The external factors, the opportunities and threats, include expanding French Valley Airport, offering more city transportation, and providing access points between neighboring cities. Increasing traffic and a rising population was seen as a key threat to our economic growth.

Location and Access to Markets Strategic Themes –

- **Support expansion of roadways and transportation infrastructure.**
- **Research viability of Smart City Transportation opportunities.**
- **Market the centrality of Murrieta and its proximity to major markets.**





ECONOMIC DEVELOPMENT BUSINESS SUPPORT SERVICES

The following is a summary of the responses from the SWOT Analysis Workshop to the question: What are the strengths, weaknesses, opportunities and threats regarding the Economic Development Business Support Services in Murrieta?

Strengths:

- Sense of community and engagement
- Access to leadership
- Jeff Murphy, Kim Summers, Ivan Holler (new City staff)
- Development Advisory Group
- Responsiveness of City

Weaknesses:

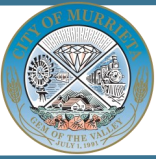
- Lack of marketing of available services
- Development department – difficult to get past roadblocks
- City funding/staffing
- Business reinvestment in community
- Lack of community support for MIC

Opportunities:

- Incentives
- Streamlining City processes
- Fast tracking – work to make it easier

Threats:

- Services going to other cities
- Online marketing



ECONOMIC DEVELOPMENT BUSINESS SUPPORT SERVICES

In the category of Economic Development Business Support Services, the main internal factors, the strengths and weaknesses, highlight the leadership and new direction of the City of Murrieta's senior staff. The new City Manager, Assistant City Manager, Development Services Director were all noted as key additions to the growth of business. New programs, such as the Development Advisory Group and responsiveness of the City were strengths, but a lack of marketing of services, need to remove roadblocks from development, the need for additional staff and need of community support for the Murrieta Innovation Center were seen as weaknesses. The external factors, the opportunities and threats, were increasing online marketing, competing with other cities, streamlining and fast-tracking City processes, and providing incentives for development.

Economic Development Business Support Services Strategic Themes –

- Highlight new leadership and change the narrative of past challenges.
- Promote the transparency of the Development Process and focus on speed to market.
- Market Business/Development Services online.
- Seek incentives for development.





IMAGE AND VISIBILITY/TOURISM

The following is a summary of the responses from the SWOT Analysis Workshop to the question: What are the strengths, weaknesses, opportunities and threats regarding the Image and visibility of Murrieta and its tourism base?

Strengths:

- New hotels
- Events
- Tourism Board
- Family parks

Weaknesses:

- Not enough destinations
- Lack signature event
- No convention center
- Boring City/nothing to do

Opportunities:

- Market events better
- Build a signature event
- Micro Brew (beer row)
- More music/youth activities
- Find identity on our own
- Downtown
- Street fair downtown

Threats:

- No conference space – sending events away
- Too much focus on rivalry with Temecula & Meniffee
- Not developing Old Town & Triangle



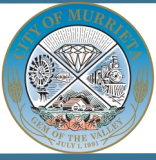
IMAGE AND VISIBILITY/TOURISM

In the category of Image and visibility/tourism, the main internal factors, the strengths and weaknesses, highlight the growing events and development the City is seeing, along with the Tourism Board and new branding efforts. The weaknesses revolve around a lack of things to do, lack of events and meeting space, and a sense of being a “boring” city. The external factors, the opportunities and threats, were opportunities to build more and larger events, revitalizing our downtown area, and bringing events to the downtown region, lack of conference space for events along with slow growth in the downtown area, and Triangle properties were seen as threats.

Image, Visibility and Tourism Strategic Themes –

- **Attract additional events, including a signature event for the City.**
- **Work to revitalize our downtown area and bring destination development to the Triangle.**
- **Work to create conference space.**





EDUCATION

The following is a summary of the responses from the SWOT Analysis Workshop to the question: What are the strengths, weaknesses, opportunities and threats in Education in Murrieta?

Strengths:

- High rated school district – nationally ranked
- High test scores
- High grad rates
- Trade schools resurgence
- Strong regional culinary school
- Student of the Month

Weaknesses:

- Career guidance
- Higher education
- Funding for arts
- Common core

Opportunities:

- School job fair – school events
- Schools can reach out to community more
- Engage business community
- Pathway programs – input from businesses
- Encourage youth to come back & stay here

Threats:

- School programs known in other cities, but not in Murrieta
- Not marketing our school programs
- Lack of higher education – can't grow tech as well without university
- Youth self-educating (cell phones, google, tech)
- Online schools – non-traditional college



EDUCATION

In the category of Education, the main internal factors, the strengths and weaknesses, highlight the exceptional record of the Murrieta Valley Unified School District, the resurgence of trade schools and strong student statistics, but a lack of higher education, funding for arts, and career guidance. The external factors, the opportunities and threats, were engaging the business community and working on pipeline programs between the school district and local companies, encouraging youth to stay within the City, marketing our school programs better, and increasing student events, like job fairs.

Education Strategic Themes –

- **Work with the Murrieta Valley Unified School District to create valuable events and connections with trade schools, local business, job fairs, pipeline programs, and promotion of the arts.**
- **Promote the attraction of a university campus.**





ENTREPRENEURSHIP/ SMALL BUSINESS STARTUPS

The following is a summary of the responses from the SWOT Analysis Workshop to the question: What are the strengths, weaknesses, opportunities and threats regarding Entrepreneurship and Small Business Startups in Murrieta?

Strengths:

- Opportunities to help mentor startups
- Services available
- Large regional population

Weaknesses:

- Access to finance
- Office space/ starter space
- Trade skills & education

Opportunities:

- Business friendly city council
- Funding MIC
- Strong Chamber – networking
- More marketing for MIC
- Print materials – community information directories (stronger communication)

Threats:

- Workforce leaving for other cities
- Sacramento
- Government regulations
- Educational resources & information
- Misinformation/misrepresentation



ENTREPRENEURSHIP/ SMALL BUSINESS STARTUPS

In the category of Entrepreneurship and Small Business Startups, the main internal factors, the strengths and weaknesses, included the large regional population, access to services and mentorship, but participants noticed a lack of starter space, finance, and trade skills in the area. The external factors, the opportunities and threats, were a business friendly City Council, solid networking opportunities through the Murrieta/Wildomar Chamber of Commerce, the chance to increase funding and marketing for the Murrieta Innovation Center, but needing to overcome government regulations, workforce flight, and misinformation about the City.

Entrepreneurship and Small Business Startup Strategic Themes –

- **Work with the Murrieta Valley Unified School District to create valuable events and connections with trade schools, local business, job fairs, pipeline programs, and promotion of the arts.**
- **Promote the attraction of a University Campus.**
- **Assist business community with starter space, mentorship opportunities, and facilitate access to capital.**
- **Market and promote the startup community in Murrieta.**





ECONOMIC BASE-RETAIL/OFFICE/INDUSTRIAL/ MEDICAL

The following is a summary of the responses from the SWOT Analysis Workshop to the question: What are the strengths, weaknesses, opportunities and threats regarding the City of Murrieta's Economic Base from a Retail, Office, Industrial, and Medical standpoint?

Strengths:

- Hospitals, healthcare, medical facilities
- Young population
- Centrality

Weaknesses:

- Lack of high paying jobs
- Low minimum wage
- Shovel ready sites – industrial
- City flexibility – competition with neighboring cities
- Approval of permits

Opportunities:

- Ability to improve approval process
- Easy to work with City
- Large youth work population
- Unique entertainment opportunities
- Expand downtown

Threats:

- Growing neighbors
- Affordability for young adults
- Temecula name recognition
- Lack of Murrieta recognition
- Not a destination location
- Professional jobs
- Large land parcels



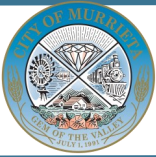
ECONOMIC BASE-RETAIL/OFFICE/INDUSTRIAL/ MEDICAL

In the category of Economic Base – Retail/Office/Industrial/Medical, the main internal factors, the strengths and weaknesses, were highlighted by a strong healthcare ecosystem, a young population, and a central location. Weaknesses were an overall lack of high paying jobs, a dearth of shovel ready industrial sites, a perception of City inflexibility, and difficulties in the approval of permits. The external factors, the opportunities and threats, were equally distributed between opportunities and threats. The opportunities were an ability to improve our permitting approval process, a City seen by others as easy to work with; a large youth work population, and the growth prospects for the downtown area. Threats were described as lack of name recognition compared to neighbors; the City is not seen as a destination location, too many vacant large land parcels, there is a lack of professional jobs, and region is still seen as unaffordable for young adults.

Economic Base –Retail/Office/Industrial/Medical Strategic Themes –

- **Promote the growth of high paying, professional jobs.**
- **Encourage shovel ready development sites and infrastructure for areas with available land.**
- **Market City outside of region to create name and brand awareness.**
- **Attract destination style retail and entertainment companies.**





QUALITY OF LIFE

The following is a summary of the responses from the SWOT Analysis Workshop to the question: What are the strengths, weaknesses, opportunities and threats regarding the City of Murrieta's Economic Base from a Quality of Life standpoint?

Strengths:

- Top ten safety
- Education
- Climate
- Healthcare
- Nice people who are supportive (big town small feel)
- Family
- Newer
- Places of interest – activities

Weaknesses:

- Traffic
- Infrastructure
- Lack of media
- Things to do – entertainment, family activities
- Employment opportunities
- Industrial
- Water access
- Access to finance
- Housing affordability – workforce housing
- Entertainment for teens
- Retaining young people

Opportunities:

- Available land for development
- Redevelopment downtown
- Shorter commute
- Educated workforce



QUALITY OF LIFE

Threats:

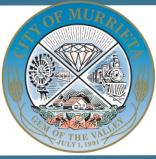
- Infrastructure
- State, government, SAC
- AB 109 – policy

In the category of Quality of Life, the main internal factors, the strengths and weaknesses, were highlighted by strong public safety, education, healthcare, and community. The weaknesses are traffic, lack of infrastructure, media access, need for local employment opportunities, affordable housing, and a need for entertainment amenities. The external factors, the opportunities and threats, were available land, educated workforce, downtown opportunities, and a need for infrastructure.

Quality of Life Strategic Themes –

- **Promote the strong quality of life available in Murrieta.**
- **Preserve our quality of life through working to increase local jobs, decrease traffic, and grow our infrastructure.**
- **Focus on community and keeping a small town feel while still encouraging growth and development.**





SWOT SUMMARY

The following is an overall summary of the response on the findings of the SWOT Analysis:

STRENGTHS

- Affordable place to live with available jobs
- Sense of community and engagement
- Full employment has been attained (3.4% unemployment)
- Low vacancy rates, ORP to build healthcare
- Senior Center, parks, athletic facilities, and events
- Non-profits
- Within one hour of three international airports, ocean, snow, desert (any terrain), access to port of LA (centrality)
- Access to leadership
- New City staff (Kim Summers, Ivan Holler and Jeff Murphy)
- Development Advisory Group
- Responsiveness to City
- New hotels, hospitals, healthcare and medical facilities
- Tourism Board
- High rated school district (nationally ranked), high test scores, high grad rates, trade school resurgence, Student of the Month program, strong regional culinary school
- Opportunities to help mentor startups
- Services available
- Large regional and young population
- Top ten safety

WEAKNESSES

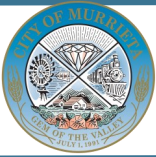
- Lack of qualified candidates, skilled labor, soft skills and low minimum wage
- Lack of high paying jobs, employment opportunities
- Nursing/Doctor shortage
- Lack of water and transportation infrastructure (no Metro-link, 15 and 215 bottleneck)
- Inability to develop in industrial zoning
- History of difficulties to get projects through with Development department and approval of permits
- ORP
- Image
- City funding/staffing
- Lack of marketing of available services
- Traffic
- Things to do (entertainment for teens and family activities) and retaining young people
- Lack of media
- Access to finance and business reinvestment in community
- Lack of community support for the Murrieta Innovation Center
- No convention center
- Higher education and career guidance
- Funding for arts
- Office space/starter space
- Housing affordability

OPPORTUNITIES

- Increase work with County Workforce Development Agency
- Work with County on apprenticeship program
- Trade workers/ skilled labor
- Strong community business networking
- Engagement with school system to create pipeline programs, career focus back at high schools, Reach out works with schools and healthcare opportunities
- Advertising low commute
- Changing development culture and ORP zoning
- Rebrand as a tech hub
- Freeway signs
- Equestrian Park, utilize parks and undeveloped land for events
- Convention Center, Triangle, French Valley airport expansion
- Smart city transportation, bike and scooter rentals
- Connect with Temecula to create a pass through
- Incentives
- Streamlining City processes, fast tracking
- Market events better and build a signature event, Micro Brew (beer row)
- Downtown, street fair downtown
- School job fair, schools can reach out to community more
- Engage business community, pathway programs
- Business friendly City Council
- Funding Murrieta Innovation Center
- Strong Chamber (networking)
- Print materials (community information directories)
- Unique entertainment opportunities

THREATS

- Lack of soft skills in local youth, common sense dress code, youth not driving as much
- Media vacuum (no one knows the opportunities)
- Workforce is pushing up north to Riverside/Corona, depressed wages in South County
- Myopic County view (focused on City of Riverside area)
- Timetable to change ORP, EIR (cultural AB52)
- Not utilizing opportunities of our freeways, increasing traffic
- No history, museums or arts and no marketing
- French Valley International
- No homeless shelter
- Online marketing, not marketing our school programs, school programs known in other cities, but not in Murrieta
- No conference space, events and services going to other cities
- Too much focus on rivalry with Temecula and Menifee, growing neighbors
- Not developing Old Town and the Triangle
- Lack of higher education, online schools, youth self-educating, educational resources and information
- Sacramento
- Government regulations
- Misinformation/misrepresentation
- Affordability for young adults
- Temecula name recognition, lack of Murrieta recognition, not a destination location
- Professional jobs
- Infrastructure, large land parcels, increased development /rooftops
- State, government, SAC
- EB 109 – policy



STRATEGIC ECONOMIC DEVELOPMENT THEMES

This report represents the seven major themes that emerged from the SWOT Analysis Workshop. They are categorized by the recurrence that they were introduced throughout the workshop, with the most often identified as being the first listed. Many of the comments received during the workshop filled in more than one category. Therefore, they may show up more than once. The next step in this process is to transform these themes into the goals for the Economic Development Strategic Plan.

Strategic Themes:

Marketing (Branding)–

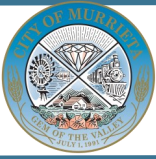
- Opportunities in the area,
- Promote the strong quality of life in Murrieta.
- The centrality of Murrieta and its proximity to major markets
- Utilize Online Marketing
- The benefits to working local
- Promote the Startup community
- Promote the Development Services Department and the focus on transparency and speed to market.
- Market the change in culture. Focus on the success and development friendly culture of the current City leadership and of Murrieta DSD and seek to change the external image that remains from the past.
- Market outside of Murrieta to create name and brand awareness
- Advertise on freeways to promote Murrieta to commuters and visitors

Partnerships -

- Partner with workforce development agencies such as the Riverside County Workforce Development Agency, The Murrieta Valley School District, Mount San Jacinto Junior College, as well as nonprofits and local employers to address skills needed in the community.
- Continue developing programs with MVUSD to create events and connections to trade schools, local business, job fairs, and arts programs in order to create pipeline programs.
- Work with the Chamber of Commerce and nonprofits to address filling vital roles and services needed in the community.

Infrastructure –

- Promote the development of key infrastructure needs such as water and sewer lines.
- Support expansion of roadways and transportation infrastructure.
- Research viability of Smart City Transportation opportunities.
- Develop Startup Infrastructure by assisting the community with starter space, mentorship opportunities, and facilitate access to capital.



STRATEGIC ECONOMIC DEVELOPMENT THEMES

Development -

- Promote the growth of existing Office Research Park Zoning and seek to make rapid changes where the zoning does not fit current City needs.
- Assist key properties, the downtown area, and the Triangle in finding development partners.
- Work to find destination style retail and entertainment development.
- Seek development of conference and meeting space.
- Seek incentives for development.
- Attract a university campus.
- Encourage “Shovel Ready” development sites and infrastructure for areas with available raw land.
- Focus on community and keeping a small town feel while still encouraging growth and development.

Events –

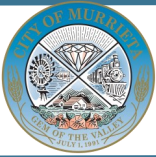
- Attract additional events, including a signature event for the City.
- Work to create conference space for business/events.
- Create additional education based events with MVUSD

Jobs -

- Create pipeline programs to fill needed jobs.
- Promote the growth of high paying professional jobs.
- Partner with workforce development agencies such as the Riverside County Workforce Development Agency, The Murrieta Valley School District, Mount San Jacinto Junior College, as well as nonprofits and local employers to address skills needed in the community.
- Preserve our quality of life through working to increase local jobs, decrease traffic, and grow our infrastructure.

Startups -

- Promote the startup community
- Develop startup infrastructure by assisting the community with starter space, mentorship opportunities, and facilitate access to capital.
- Promote the growth of high paying professional jobs.



STRATEGIC PLAN FRAMEWORK

Strategic Plan Framework:

- The City of Murrieta Economic Development Strategic Business Plan is organized in the following way:
- Goals, Objectives, and Recommendations
- Departmental responsibilities
- Programs to carry out Economic Strategies
- Financial Requirements

Goals, Objectives, and Recommendations

The purpose of the Goals, Objectives, and Recommendations Section within the Murrieta Economic Development Strategic Plan is to create measurable targets that align with the mission statement. The mission statement for the Economic Development Department is:

- To cultivate new and existing industries in order to provide opportunities for entrepreneurship and employment.

In this process, first the goals are created, which identify the desired ends or results of the plan. Next the objectives are set forth, which are the milestones or targets that have measurable qualities that can be analyzed. Finally, the recommendations are introduced, which outline how the activities and programs should be conducted.

The data compiled from the SWOT Analysis will be utilized to identify the goals and objectives, which need to be defined and offer clear expectations in order to create recommendations that generate specific programs to meet these desired ends. The recommendations are the ground-level actions that need to take place in order to satisfy the goals, while the goals are the structure for the entire plan to action. If a recommendation does not have the desired result, the goal still stands and new recommendations to meet the end results can be created.

It is anticipated that the recommendations set forth in this Strategic Business Plan will change and evolve with time. Although the recommendations will be stated, it should be noted that not only will they change, but the specific tasks to carry out the recommendations will likely be altered along the way as well. The Economic Development Strategic Plan should function as a living document and expect to be updated every two years to remain relevant.

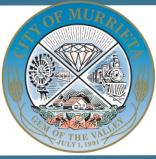


STRATEGIC PLAN FRAMEWORK

Departmental Responsibilities

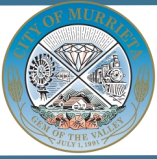
The Economic Development Strategic Plan will create duties that fall primarily upon the Economic Development Department, though there are some projects of a larger scope, for example a branding campaign, that are interdepartmental engagements and will have tasks assigned outside of Economic Development. There are also partnerships necessitated by the recommendations created that will require assistance from external organizations, such as the Murrieta/Wildomar Chamber of Commerce, EDC, SCORE, the Murrieta Valley Unified School District, and EPIC Small Business Development Center. The organizations that partner with the City of Murrieta's Economic Development Department must have a commitment to achieving the goals and objectives set forth in this document for it to have relevant success. It is also necessary for the recommendations implemented to have clearly defined tasks and responsibilities.

The Economic Development Department should review the Goals, Objectives, and Recommendations bi-annually for efficacy and review the departmental budget annually to ensure that the programs created to address the goals and objectives have proper funding.



IMPLEMENTING THE ECONOMIC DEVELOPMENT STRATEGIC PLAN

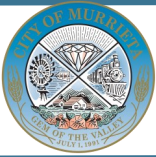
The core component to the Economic Development Strategic Plan is its implementation. Without proper execution, the value of the SWOT Analysis, the work to create goals, objectives and recommendations all can become moot. It is vital that the Economic Development Department for the City of Murrieta understand and agree to the responsibilities set forth in the plan. Furthermore, it is accountability to the goals outlined in the plan that give it its weight. Since Economic Development falls under the Development Services umbrella, it is the Development Services Department that should review activities, create timelines, and expect accountability from the Economic Development staff. In addition, Development Services must have a clear understanding of the tasks involved in carrying out the components of the plan, as they will be instrumental in securing the financial resources needed to carry out these tasks. It is through this interdepartmental teamwork that a cohesive implementation can occur.



CONCLUSION

The City of Murrieta Economic Development Strategic Plan is built upon input from valuable community leaders from business, real estate, development, investment, and residents. It will include goals, objectives, and recommendations to address the needs of the City presented in the SWOT Analysis, and primary responsibilities will rest within the Economic Development Department. There will be a link between the Economic Development budget and the tasks assigned to implement the recommendations and there will be oversight from the Development Services Department. All actions taken should be achievable and realistic and should follow clear timeframes. The Economic Development Strategic Plan should be a living document and fall under review on a bi-annual basis.





ECONOMIC DEVELOPMENT IMPLEMENTATION

The Ambition Statement found in this document isolated enhancing quality of life as a fundamental principle of economic development. The Mission Statement added to this principle by establishing the promotion and attraction of business, increase in entrepreneurship, and employment opportunities as a vehicle to get to a higher quality of life. It is by this foundation, coupled with the goals that are to be established from the input of the SWOT Analysis Workshop, that seven major themes have emerged. These will serve to create the Goals for the Economic Development Strategic Plan.

Goal #1: Market and Promote the City of Murrieta for Economic Development

Goal #2: Increase Vital Partnerships

Goal #3: Champion Infrastructure Development in Support of Business Growth

Goal #4: Attract Development

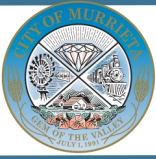
Goal #5: Champion Local Job Creation and Workforce Development

Goal #6: Enhance and Promote the Startup Ecosystem

Goal #7: Support Events and Event Venue Development in Line with Goals #1 -6

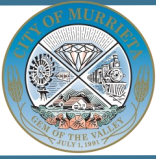
Each goal is intended to be broad in scope, as there will be multiple objectives and recommendations assigned to each in order to achieve the desired result.

There are seven Goals, 20 Objectives, and 64 Recommendations contained within the Economic Development Strategic Plan.



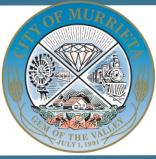
IMPLEMENTATION MATRIX

ACTIONS	RESPONSIBLE PARTIES	TIMEFRAME	RESOURCES
GOAL 1: MARKET AND PROMOTE THE CITY OF MURRIETA			
OBJECTIVE 1.1: Work to create new brand identity campaigns for Murrieta			
Recommendation 1.1.1: Partner with the Chamber of Commerce and the Tourism Bureau on new tourism marketing brand campaign during development process.	Murrieta/Wildomar Chamber of Commerce and Economic Development Department	1 year	Tourism Bureau Improvement District
Recommendation 1.1.2: When completed, assist in the promotion of the new tourism marketing brand by utilizing City website, email advertising and social media.	Economic Development Department	Ongoing	Kaylee Williams, Communications Intern
Recommendation 1.1.3: Work with the development of a new citywide branding campaign.	Economic Development Department	Ongoing	City Manager's Office and The Creative Bar
Recommendation 1.1.4: Devise advertising campaign to promote the new brand identity.	Economic Development Department	Ongoing	The Creative Bar
Recommendation 1.1.5: Utilize freeway accessibility to promote new City brand. Review the feasibility of freeway overpass signage.	Economic Development Department	2 years	Engineering/Public Works Maintenance
Recommendation 1.1.6: Work with neighboring partners on forming a regional branding campaign.	Economic Development Department	Ongoing	Economic Development Coalition
Recommendation 1.1.7: Seek marketing opportunities outside of Murrieta.	Economic Development Department	Ongoing	Expanded budget for promotions
OBJECTIVE 1.2: Create programs aimed at keeping jobs, spending, and amenities local			
Recommendation 1.2.1: Organize new programs, such as shop local, dine local, work local (job fair).	Murrieta/Wildomar Chamber of Commerce and Economic Development Department	2 years	Non-profits and the Murrieta/Wildomar Chamber of Commerce
Recommendation 1.2.2: Market the City's success stories to major markets in Southern California.	Economic Development Department	Ongoing	Tradeshows
Recommendation 1.2.3: Promote the new Development Services Team and their focus on transparency in the application process along with the City Manager's Office and their focus on Economic Development and growth for the community.	Economic Development Department	Ongoing	City Manager's Office
Recommendation 1.2.4: Actively promote sharing information about the high quality of life in Murrieta, utilizing data analytics.	Economic Development Department	Ongoing	Site selector website and new data analytics
OBJECTIVE 1.3: Develop new online marketing and information tools to assist with development and advertising			
Recommendation 1.3.1: Create a new Site Selector Website to promote development properties.	Murrieta/Wildomar Chamber of Commerce and Economic Development Department	2 years	Murrieta/Wildomar Chamber of Commerce and Ivester Creative
Recommendation 1.3.2: Focus on social media presence to relay information.	Economic Development Department and City Manager's Office	Ongoing	Kaylee Williams, Communications Intern



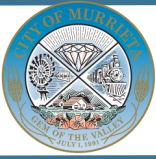
IMPLEMENTATION MATRIX

ACTIONS	RESPONSIBLE PARTIES	TIMEFRAME	RESOURCES
Recommendation 1.3.3: Work to create new video content, such as Made in Murrieta (Dine in Murrieta, Shop Murrieta), to showcase success in the city in an underutilized format.	Murrieta/Wildomar Chamber of Commerce and Economic Development Department.	1 year	Murrieta/Wildomar Chamber of Commerce
Recommendation 1.3.4: Embrace the family environment that Murrieta has by creating family friendly activity maps, such as a kids map, that outlines city parks and local family entertainment businesses.	Economic Development Department	1 year	Ivester Creative
GOAL 2: INCREASE VITAL PARTNERSHIPS			
OBJECTIVE 2.1: Increase participation with educational and workforce partners			
Recommendation 2.1.1: Regularly attend Riverside County Workforce Development Agency meetings.	Economic Development Department	Ongoing	Riverside County Workforce Development Agency
Recommendation 2.1.2: Work on the creation of an educational pipeline to industry taskforce to create a connection between educational institutions and local business.	Economic Development Department	Ongoing	Murrieta Valley Unified School District, Mt. San Jacinto College, Azusa Pacific University, California State University San Marcos, and University of California, Riverside
Recommendation 2.1.3: Create a larger scale job fair concept that focuses on hiring and working local.	Economic Development Department and the Murrieta/Wildomar Chamber of Commerce	1 year	Murrieta/Wildomar Chamber of Commerce and non-profits
Recommendation 2.1.4: Work with the Murrieta Valley Unified School District on expanding events at the Murrieta Innovation Center, such as Trade School Night, Entrepreneurship Skills Panel, Apprenticeship Night and others.	Economic Development Department	2 years	MVUSD
OBJECTIVE 2.2: Expand connections with local nonprofits and increase events and activities with the Murrieta/Wildomar Chamber of Commerce			
Recommendation 2.2.1: Facilitate connections with area nonprofits with local business.	Economic Development Department	Ongoing	Murrieta/Wildomar Chamber of Commerce and local networking groups
Recommendation 2.2.2: Invite nonprofits in the healthcare field to the Medical Leaders Luncheon to participate in programs with larger health providers.	Economic Development Department	1 year	Riverside County Medical Association
Recommendation 2.2.3: Create opportunities, such as new business welcome events, that incorporate the Chamber of Commerce and their network.	Economic Development Department	2 years	Murrieta/Wildomar Chamber of Commerce
Recommendation 2.2.4: Work with the Chamber on increasing events, such as broker events, job fairs, and manufacturer breakfasts, to focus on needed local industries.	Economic Development Department	1 year	Murrieta/Wildomar Chamber of Commerce
Recommendation 2.2.5: Work on taskforce programs, such as the Economic Development Coalitions R.I.D.E. taskforce to ease paths to development finance.	Economic Development Department	2 years	EDC



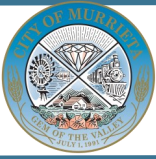
IMPLEMENTATION MATRIX

ACTIONS	RESPONSIBLE PARTIES	TIMEFRAME	RESOURCES
GOAL 3: CHAMPION INFRASTRUCTURE DEVELOPMENT IN SUPPORT OF BUSINESS GROWTH			
OBJECTIVE 3.1: Support the actions of the Development Services Department by interacting on a regular basis			
Recommendation 3.1.1: Support the Development Advisory Group and its mission to overcome obstacles in development.	Economic Development Department	Ongoing	Development Services Department
Recommendation 3.1.2: Attend the Development Review Committee to stay apprised as to the applications being reviewed by the City and what stages they are in.	Economic Development Department	Ongoing	Development Services Department
OBJECTIVE 3.2: Work directly with commercial real estate brokers on programs to promote development activity			
Recommendation 3.2.1: Work with commercial brokers on a Shovel-Ready taskforce, led by real estate offices and supported by the City.	Economic Development Department	2 years	Murrieta/Wildomar Chamber of Commerce
Recommendation 3.2.2 Create broker's breakfast or luncheon event to connect directly with industry and discuss City initiatives while hearing the industries concerns.	Economic Development Department	2 years	Murrieta/Wildomar Chamber of Commerce
OBJECTIVE 3.3: Develop partnerships to assist in the creation of a Startup Ecosystem			
Recommendation 3.3.1: Work with UCR's EPIC SBDC for assistance with startups.	Economic Development Department	Ongoing	UCR and EPIC SBDC
Recommendation 3.3.2: Focus on the core components of a startup ecosystem, mentorship, education, access to capital and facilitating connections.	Economic Development Department	Ongoing	SCORE, UCR, and the Murrieta/Wildomar Chamber of Commerce
Recommendation 3.3.3: Utilize key partners in assisting startups and small business, such as SCORE, SBDC' and the Murrieta/Wildomar, Chamber of Commerce.	Economic Development Department	Ongoing	SCORE, UCR and the Murrieta/Wildomar Chamber of Commerce
OBJECTIVE 3.4: Offer starter space for medical technology companies			
Recommendation 3.4.1: Market the Murrieta Innovation Center and its focus on medical technology companies.	Economic Development Department	Ongoing	InSoCal Connect
Recommendation 3.4.2: Utilize the space available in the Murrieta Innovation Center to bring in new medical companies that provide access to new industry.	Economic Development Department	Ongoing	Medical leaders luncheon
GOAL 4: ATTRACT DEVELOPMENT			
OBJECTIVE 4.1: Promote the development of key properties within the City			
Recommendation 4.1.1: Assist the Triangle Property ownership in seeking a development partner and in bringing large scale retail, entertainment, and hospitality companies to the site.	Economic Development Department	Ongoing	City Manager's Office, Development Services, and Riverside County EDA
Recommendation 4.1.2: Recruit destination style retail and entertainment to the City and connect to property owners.	Economic Development Department	Ongoing	ICSC, NAIOP, ULI, and Riverside County EDA



IMPLEMENTATION MATRIX

ACTIONS	RESPONSIBLE PARTIES	TIMEFRAME	RESOURCES
Recommendation 4.1.3: Promote development of conference/convention space either through private development or in public private partnership with the City.	Economic Development Department	2 years	Feasibility study
Recommendation 4.1.4: Encourage shovel ready sites within the City by working to assist a Shovel Ready Task Force.	Economic Development Department	2 years	Commercial brokers breakfast
Recommendation 4.1.5: Continue to pursue university campus.	Economic Development Department	Ongoing	Abundant undeveloped land
OBJECTIVE 4.2: Support zoning that benefits the City			
Recommendation 4.2.1: Promote growth in existing O.R.P. zone by highlighting major anchor tenants and opportunity for large and small scale projects.	Economic Development Department	Ongoing	Development Services Department
Recommendation 4.2.2: Seek to make rapid changes where zoning does not fit current needs.	Development Services and Economic Development Department	Ongoing	Development Services Department
Recommendation 4.2.3: Seek input from real estate community through broker events geared at opening communication channels.	Economic Development Department and Murrieta/Wildomar Chamber of Commerce	2 years	Murrieta/Wildomar Chamber of Commerce
Recommendation 4.2.4: Continue to promote the small town feel of Murrieta as it grows.	Economic Development Department	Ongoing	City Manager's Office and The Creative Bar
GOAL 5: CHAMPION LOCAL JOB CREATION AND WORKFORCE DEVELOPMENT			
OBJECTIVE 5.1: Increasing the number of high paying, professional jobs in Murrieta			
Recommendation 5.1.1: Recruit new business and industry to the City from healthcare and technology fields.	Economic Development Department	Ongoing	Medical leaders group
Recommendation 5.1.2: Seek to grow and develop new industry through the use of the Murrieta Innovation Center as a business incubator.	Economic Development Department	Ongoing	Murrieta Innovation Center
Recommendation 5.1.3: Attract medical and professional office development in order to create expanded professional workspace.	Economic Development Department	2 years	Development Services Department
OBJECTIVE 5.2: Promote the growth of overall employment within the City to equate workforce numbers			
Recommendation 5.2.1: Assist small business growth with facilitation of mentorship and marketing connections within the community.	Economic Development Department	Ongoing	SCORE, SBDC, Murrieta/Wildomar Chamber of Commerce
Recommendation 5.2.2: Create a New Business Welcome Event to promote interconnectivity and access to resources.	Economic Development Department	2 years	SCORE, SBDC, Murrieta/Wildomar Chamber of Commerce
Recommendation 5.2.3: Recruit new business into the City, highlighting our centrality, safety and quality of life.	Economic Development Department	Ongoing	ICSC, ULI, NAIOP, Riverside County EDA
Recommendation 5.2.4: Continue development of a startup ecosystem that encourages innovation and assists with startup needs.	Economic Development Department	2 years	UCR, EPIC SBDC, and the Murrieta Innovation Center



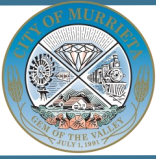
IMPLEMENTATION MATRIX

ACTIONS	RESPONSIBLE PARTIES	TIMEFRAME	RESOURCES
OBJECTIVE 5.3: Increase participation in workforce development events and activities			
Recommendation 5.3.1: Work with the Murrieta Valley Unified School District, Mount San Jacinto Junior College, California State San Marcos, Azusa Pacific University, and other local educational institutions to build workforce collaboration and pipeline programs to better align employment needs with worker skill set.	Economic Development Department	2 years	MVUSD, MSJC, CSUSM, UCR, and APU
GOAL 6: ENHANCE AND PROMOTE THE STARTUP ECOSYSTEM			
OBJECTIVE 6.1: Work with mentorship partners that can assist a growing startup community			
Recommendation 6.1.1: Partner with UCR on Startups for Innovators and the new EPIC Small Business Development Center.	Economic Development Department	2 years	UCR and EPIC SBDC
Recommendation 6.1.2: Connect startups with free services such as SCORE, the SBDC, the Small Business Administration and GO-Biz.	Economic Development Department	Ongoing	SCORE, EPIC SBDC, and the SBA
OBJECTIVE 6.2: Increase funding opportunities for startups			
Recommendation 6.2.1: Work with UCR and the Highlander Fund to get startups the opportunity to pitch in front of investment funds.	Economic Development Department	Ongoing	UCR
Recommendation 6.2.2: Assist innovators with pitch opportunities like Tech Coast Angels and Riverside County Innovation Month.	Economic Development Department	Ongoing	Tech Coast Angels and Riverside County EDA
Recommendation 6.2.3: Connect startups directly to capital opportunities like angel investors, micro-loans, and institutional investment.	Economic Development Department	Ongoing	UCR and EPIC SBDC
OBJECTIVE 6.3: Build upon base of anchor tenants in the Murrieta Innovation Center to draw new industry into Murrieta			
Recommendation 6.3.1: Assist startups in the healthcare and technology field with incubator space through the Murrieta Innovation Center.	Economic Development Department	Ongoing	InSoCal Connect
Recommendation 6.3.2: Encourage site selection within Murrieta for tenants of the MIC that are seeking to expand beyond the center.	Economic Development Department	Ongoing	InSoCal Connect
GOAL 7: SUPPORT EVENTS AND EVENT VENUE DEVELOPMENT IN LINE WITH GOALS 1-6			
OBJECTIVE 7.1: Attract additional events to the City and grow existing ones			
Recommendation 7.1.1: Partner with Community Services Department on increasing sports tourism, major events, and new destination features within city parks.	Economic Development Department	Ongoing	Community Services Department
Recommendation 7.1.2: Promote existing events through Economic Development Department channels to help expand their reach.	Economic Development Department	Ongoing	Murrieta/Wildomar Chamber of Commerce



IMPLEMENTATION MATRIX

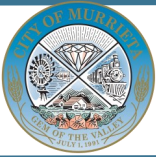
ACTIONS	RESPONSIBLE PARTIES	TIMEFRAME	RESOURCES
OBJECTIVE 7.2: Work towards developing conference/convention space			
Recommendation 7.2.1: Seek options for developing existing City owned land for a conference center.	Economic Development Department	2 years	Carpenter/Robbins
Recommendation 7.2.2: Promote larger conference and meeting space be incorporated into new development such as hotels and restaurants.	Economic Development Department	Ongoing	Development Services Department
OBJECTIVE 7.3: Increase educational events			
Recommendation 7.3.1: Work with the Murrieta Valley Unified School District on collaborating on workforce based education.	Economic Development Department	2 years	MVUSD
Recommendation 7.3.2: Utilize the Murrieta Innovation Center to host free business workshops to provide guidance to local small business.	Economic Development Department	Ongoing	InSoCal Connect
Recommendation 7.3.3: Create an educational coalition with local school districts and colleges to build and ecosystem to channel education and certification into needed workforce fields.	Economic Development Department	2 years	Murrieta/Wildomar Chamber of Commerce, WDA, MVUSD, APU, and MSJC



APPENDIX A

Residents, Companies and Organizations that participated in the SWOT Analysis Workshop

	NAME	COMPANY
1.	Steve Bearse	New Life Culinary Creations
2.	Margaret Jones	A-1 Tuscany Travel
3.	Daneen Ashworth	Compass HR
4.	Derric Gonzalez	Altura CU
5.	Eric Cross	Express Employment
6.	Rhonda Warner	Murrieta/Wildomar Chamber of Commerce
7.	Gene Wunderlich	S.R.C.A.R.
8.	Juliette White-Dahlgren	Kaiser Permanente
9.	Heather Robertson	Mulligan Family Fun Center
10.	Gary Veenhuizen	Farmers Insurance
11.	Brad Neet	Southwest Healthcare
12.	Gordon Mize	Lee & Associates
13.	Joe Sapp	Murrieta Development
14.	Patrick Billman	Cryoquip
15.	Jay Goth	InSoCal & Murrieta Genomics
16.	Rachel King	King Law Firm
17.	Boris Said	BMW of Murrieta
18.	Charley Black	Lee & Associates
19.	Myke Munroe	Murrieta/Wildomar Chamber of Commerce
20.	Mike Manassee	Mulligan Family Fun Center



APPENDIX B

SWOT Analysis Workshop Sample Questions

Strengths

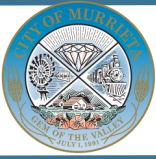
- How does the City of Murrieta excel?
- What do we do better than anyone else?
- What is our competitive advantage?
- What do we do that no one else can?
- What resources do we have at our disposal?
- What advantages do our employees offer?
- What valuable assets does our City have?
- What do our residents like about our City?

Weaknesses

- Where does the City of Murrieta need improvements?
- What do other neighboring cities do better than us?
- What do our residents complain about?
- What disadvantages does our City carry?
- What is holding us back?
- Which resources are we lacking?
- What could we improve?

Opportunities

- What potential changes could help our customers (businesses/developers)?
- Is the market changing in a favorable way?
- Is the current economy going to affect us in a positive way?

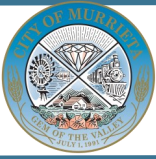


APPENDIX B

- What opportunities have we not pursued yet?
- What new opportunities are becoming available?
- Is there a way for us to acquire useful resources that we do not already have?

Threats

- What are our neighbors doing that could affect us (existing competitors)?
- Is our market size declining?
- Are target industries changing in a way that could negatively impact our growth?
- Are regulations changing in a way that could hurt our businesses or development?
- Are our core industries becoming obsolete or in danger of being automated?



APPENDIX C

Invitation to SWOT Analysis

The Economic Development Department of the City of Murrieta is requesting your input and feedback. We will be conducting a S.W.O.T. Analysis at the Murrieta Innovation Center on July 31st, in order to determine future elements of our strategic plan for growing the local economy. This is a great chance to put your feedback into the hands of the City of Murrieta, so that we have a better insight as to what our goals for Economic Development should be moving forward. You are being invited to participate because you are a community leader that represents key industry within the City. Please RSVP to be included in this process. Breakfast/Lunch will be served and we are looking forward to your feedback.

If you have any questions, please contact me directly and I will be happy to go over this workshop with you in greater detail.

Thank you,

Scott Agajanian

Deputy Director of Development Services—Economic Development



COMMUNITY SUPPORT

The City of Murrieta Economic Development Department would like to pay a special thanks to the SCORE 2017 Mentor of the Year, Michael Fisher for his work in facilitating the SWOT Analysis Workshop and for his guidance in the Strategic Planning Process. We would also like to thank the Murrieta/Wildomar Chamber of Commerce, including President Patrick Ellis, Vice President Rhonda Warner, Membership and Business Development Manager Myke Munroe, Communications and Program Coordinator Heather Estrada, and the Business Relations Coordinator Kim Niebla for their ongoing support of this process. There will be many more partners that are involved in the effort of cultivating new businesses and industry and pursuing increased entrepreneurship in the City of Murrieta and the Economic Development Department thanks you all in advance for your help in growing our economy.